

**Mission & Governance Subcommittee
Recommendations to the Higher Education Strategic Planning Steering Group**

1. The Subcommittee recommends the Steering Group adopt the following mission for Higher Education in Colorado

The mission of higher education in Colorado is to:

- *Provide access* to an internationally competitive post-secondary experience to any qualified student through a tiered system;
- *Maximize quality*, efficiencies and affordability;
- *Meet needs* of the workforce and economy of the state;
- *Develop responsible citizens* for a successful civic enterprise.

2. The Subcommittee recommends the state maintain the current structure of higher education governance, comprising a single state-wide regulatory board with multiple governing boards and a state-level board for the community college system.

3. The Subcommittee recommends that the state-wide coordinating board – the Colorado Commission on Higher Education (CCHE) – have greater authority in higher education policy. To accomplish this, the CCHE must have a greater voice in finance policy, such as set forth in Senate Bill 10-03.

4. The CCHE should have the explicit and permanent authority to:

- Articulate a vision for higher education in the state and set forth a public agenda for higher education that is responsive to the state's demographics, labor market, and economic development needs.
- Be seen as the leadership body on such policy issues as ensuring access to higher education; pursuing and resolving P-20 pipeline issues; creating an effective articulation and transfer system; supporting cost effective modes of delivery of education (e.g., online education); supporting K-12 to develop new strategies for eliminating remediation prior to secondary school completion.
- Effectively describe the condition of postsecondary education in the state along common indicators and metrics.
- Have the authority to use finance policy – including tuition, COF, state financial aid and performance pay -- as a tool and as a lever for change to ensure state goals are being met. Make recommendations to the legislature regarding allocations to institutions. (see separate recommendation #5)

- Have in place an accountability mechanism to ensure that institutions are contributing to meeting state goals. (see separate recommendation #5)
- Be an effective champion for higher education in the state.
- Approve new degree programs to ensure their compliance with an institution's statutory role and mission.
- Take a leadership role in convening governing boards toward the goal of aligning strategic plans and state goals and priorities.
- Appoint the Executive Director of the Department of Higher education. [unapproved, to be discussed]

5. Recommendation: The committee recommends implementing a finance policy whereby a significant portion of state funding to institutions is based on each institution's performance against specific state goals as put forth by the CCHE.

- The current performance contracts and fee for service policies should be modified/strengthened to ensure that agreements negotiated between the CCHE and individual institutions are relevant and that institutions and the state are held accountable for their performance. While taking a system approach, individual agreements should be negotiated by the CCHE with each institution. Agreements should serve both the traditional student (i.e., freshman entering college directly after graduating from high school) and the nontraditional student, and recognize the value of successfully transferring students from two-year to four-year institutions. State goals, which may or may not be established by statute, would reflect the need for:
 - increased enrollment and degree attainment of traditionally underrepresented students;
 - increased degree and individual course attainment/completion;
 - maintaining a high quality research system.

6. Recommendation: The committee recommends Colorado adopt a market-based approach to realigning the system of colleges and universities to better meet the current and forecast future demand of the student population. This approach must include a system of performance measures for both the institutions and the state. A substantial portion General Fund dollars should be reallocated to incentivize the system of higher education to:

- increase capacity (serve more students) at the less than highly selective level
- increase capacity at institutions with comparatively lower cost-per-degree